



City of Richmond

Report to Committee

To: General Purposes Committee

Date: June 30, 2025

From: Katie Ferland
Director, Business Services

File: 08-4150-20-001/2025-
Vol 01

Re: Richmond Food Hub: Public Engagement Feedback




Staff Recommendation

That the staff report titled, "Richmond Food Hub: Public Engagement Feedback", dated June 30, 2025, from the Director, Business Services, be received for information.

KFerland

Katie Ferland
Director, Business Services
(604-247-4923)

Att. 1

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Climate & Environment	<input checked="" type="checkbox"/>	
SENIOR STAFF REPORT REVIEW	INITIALS: 	APPROVED BY CAO 

Staff Report

Origin

Building on Richmond's established strengths in the agri-food and seafood sectors and a past referral from Planning Committee, the City received a \$1 million grant from the Ministry of Agriculture and Food to explore the development of a Food Hub in Richmond. As outlined in the Richmond Food Hub Implementation Plan received for information by General Purposes Committee on October 3, 2023, the Gap Analysis and Feasibility Study (Phase 1) has now commenced.

The Gap Analysis and Feasibility Study aims to better understand the needs of Richmond food businesses and the broader community, including through a robust public and sector engagement process. The purpose of this report is to share the findings from the public consultation.

This report supports Council's Strategic Plan 2022-2026:

Focus Area #1. Proactive in Stakeholder and Civic Engagement:

1.4 Leverage a variety of approaches to make civic engagement and participation easy and accessible.

Focus Area #2. Strategic and Sustainable Community Growth:

Strategic and sustainable growth that supports long-term community needs and a well-planned and prosperous city.

2.5 Work collaboratively and proactively to attract and retain businesses to support a diversified economic base.

Focus Area #5. A Leader in Environmental Sustainability:

5.4 Support agriculture and local food systems to enhance food security.

Focus Area #6. A Vibrant, Resilient and Active Community:

Vibrant, resilient and active communities supported by a wide variety of opportunities to get involved, build relationships and access resources.

Analysis

Background

The B.C. Government's Food Hub Network was created to drive innovation and growth in the food processing sector by improving access to modern facilities, advanced technologies, technical expertise, and business development support. The funds awarded to the City of

Richmond are intended to enable the City to explore what may be needed in a Richmond-specific Food Hub that could be part of this provincial network.

In this context, a Food Hub refers to a shared-use commercial facility that offers space and infrastructure for food and beverage processing, storage, and distribution. Hubs may also provide a range of services and resources to support the growth and development of food businesses.

The development of a commercially-focused Food Hub in Richmond aims to strengthen the local food sector by fostering innovation, resilience, and growth, aligning with the Richmond Circular City Strategy. The project is structured into three key phases: Phase 1 - Gap Analysis and Feasibility Study; Phase 2 - Site Identification and Business Plan; and Phase 3 - Construction/Redevelopment and Launch. Progression to each phase is dependent on the outcomes of the preceding phase, Council direction, and the availability of sufficient funding. The project is currently in Phase 1.

Public and Sector Engagement

To inform the Gap Analysis and Feasibility Study, the project team conducted a broad and inclusive public and sector engagement process. Feedback was received from a diverse range of voices across Richmond, including residents, businesses, food sector organizations, and both the Economic Advisory Committee (EAC) and the Food Security and Agricultural Advisory Committee (FSAAC).

Engagement included over 200 responses to the public Let's Talk Richmond survey and interviews with more than 40 local food businesses, including producers, processors, manufacturers, retailers, restaurants, and industry advisors. Four roundtable discussions were also held with 13 organizations from Richmond and nearby areas, exploring topics such as market entry, manufacturing capacity, supporting services, and local market access. Participants included restaurants, bakeries, commissary kitchens, and farms.

On-site visits were also conducted at the Richmond Public Market, Steveston Public Sales Float, and Richmond Night Market to hear from vendors and food businesses at these locations.

Overview of Engagement Findings

The public and sector engagement process identified three key areas in which needs and opportunities in Richmond were noted. Detailed further in the "What We Heard" Report (Attachment 1), these areas include Space and Facility Needs, Shared Services Opportunities, and Improving Market Access.

Space and Facility Needs

Participants noted that many food processing businesses face ongoing challenges in accessing suitable and affordable industrial space. Specific needs vary by business size and sector, and include core processing areas, particularly for small-scale and seafood processors, flexible cold and dry storage options, and shared infrastructure such as office space, product development labs, and loading bays.

Shared Services Opportunities

Participants expressed strong interest in shared services to support growth and innovation. Key areas of need include product development expertise, process development services for improving efficiency and scalability, and access to professional supports such as marketing, procurement, staff training, and quality assurance.

Improving Market Access

Improving access to markets also emerged as a key priority for both local residents and food sector respondents. This includes increased opportunities for local sales through expanded marketing and distribution channels, strengthening connections between producers and local retailers and restaurants, and enhancing transportation and logistics supports for small- and mid-sized businesses.

The above three areas point to considerations around both physical space as well as services that a Richmond Food Hub could potentially provide. A key next step in this initiative is to explore any existing resources (both facilities and services) in Richmond that could address these issues, as well as potential options for facilities and services that could be provided by a Richmond Food Hub. Importantly, this will include assessing options that address identified needs and could also be feasible in terms of governance, operational model, and ability to be self-sustaining.

Next Steps

A feasibility analysis is the next step in this initiative, informed by findings from the public and sector consultation as well as research. This work will include mapping existing facilities and services to assess current capacity, reviewing best practices and lessons learned from food hubs in other jurisdictions, and exploring a range of potential governance structures, operating models, and potential partnerships.

The findings will inform a set of potential options for a Richmond Food Hub, with a focus on what is viable, sustainable, and aligned with community and sector needs. These options will be brought forward for Council's consideration in the draft Gap Analysis and Feasibility Study Report in Fall 2025.

Financial Impact

None.

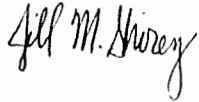
Conclusion

The What We Heard Report provides a foundational basis for the ongoing Gap Analysis and Feasibility Study as part of the potential development of a Richmond Food Hub. Insights gathered from public and sector engagement will inform the development of potential Food Hub models and guide further analysis to assess their feasibility and alignment with local needs.

June 30, 2025

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A draft Gap Analysis and Feasibility Study Report will be brought to Council for consideration in Fall 2025.

A handwritten signature in black ink, reading "Jill M. Shirey". The signature is written in a cursive, flowing style.

Jill Shirey
Manager, Economic Development
604-247-4682

Att. 1: What We Heard Report



Richmond Food Hub Gap Analysis &
Feasibility Study

What We Heard Report

May 2025



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1. Introduction

Project Overview

The City of Richmond is exploring opportunities to develop a commercially-focused Food Hub to **drive growth, innovation, and resilience across the local food sector**. The Richmond Food Hub Gap Analysis and Feasibility Study is the first phase of this work, dedicated to understanding the needs and gaps in the local food sector and the opportunities to address those gaps.

This 'What We Heard' report is the first milestone in the Food Hub Gap Analysis and Feasibility Study. It includes a summary of the public engagement process that took place between March and May of 2025 with local food businesses, community partners, and the public to:

- Identify key food sector needs and opportunities,
- Surface insights about existing food sector supports, facilities, and services, and
- Understand the gaps in business supports, facilities, and services that might be addressed through the development of a Food Hub.

Insights from this engagement process will guide further research and feasibility analysis over the course of the summer to determine viable options for a Food Hub in Richmond. The draft Food Hub Gap Analysis and Feasibility Report will be presented to Council in fall 2025, with a final report to follow in early 2026.

What is a Food Hub?

Food Hubs can provide food sector entrepreneurs and businesses with critical services and / or facilities to support growth and innovation, such as access to specialized space, equipment, training, or infrastructure.

14 regional Food Hubs have been funded to date through the BC Food Hub network. These have been dedicated to helping B.C.'s food & beverage businesses grow, innovate, and commercialize.

Project Timeline



Spring 2025

Community and sector engagement for the Gap Analysis and Feasibility Study (complete).



Summer 2025

"What We Heard" Report available (this report).

Project team to research & evaluate feasibility of various Food Hub services & facilities



Fall 2025

Draft Gap Analysis and Feasibility Report to Richmond staff.

Community and sector engagement on the Draft Food Hub Gap Analysis and Feasibility Report.



Early 2026

Final Gap Analysis and Feasibility Report goes to City Council for consideration.



Promotion

To hear from voices across Richmond, a variety of channels were used to promote engagement on food sector gaps and opportunities, including:

1. **Social media:** The City shared social media posts to encourage participation in engagement activities (on Instagram, Facebook, X, and LinkedIn).
2. **News release:** A news release was published on the City's website and subsequently covered by media outlets including Richmond News.
3. **Posters:** The City displayed eye-catching posters at community centres and civic facilities and digital posters at select transit shelters across Richmond.
4. **Let's Talk Richmond:** The City emailed over 8,500 community members registered via the Let's Talk Richmond platform to announce the project launch and share a link to the project page and online survey.
5. **Email Invitations:** Over 250 Richmond food businesses were identified through business license data and online research and invited to interview, including nearly 200 food manufacturing businesses and 50 primary producers (i.e. farmers and fishers), non-profits, service providers, and institutions. An additional 1500 retail, restaurant and wholesale businesses were directly emailed with an invitation to participate in a Food Hub survey.

See **Appendix 1** for example engagement materials.

Engagement Activities

Four channels were used to solicit input from the Richmond community and regional sector and subject matter experts. These included:

A Public Survey: Residents and businesses were invited to fill out an online survey on the Let's Talk Richmond (LTR) website at www.letstalkrichmond.ca. The survey posed different questions to respondents based on whether they were representing a business or responding as a member of the public (see **Appendix 2** for survey questions). In total, there were more than 200 respondents.

Interviews: More than 40 interviews were conducted with food businesses including local and regional producers, processors, retailers, restaurants, Food Hub operators and advisors to the food industry in Richmond.

Roundtable Discussions: Four topic-specific roundtable discussions were held with relevant interest holders that were identified through interviews and early survey responses. The sessions were 1 to 1.5 hours in length and included participants from 13 organizations.

On-site Market Visits: The project team visited three key food locations within Richmond to hand out postcards inviting survey participation and to discuss needs with vendors and food businesses. On-site visits included:

- Richmond Public Market (March 27th)
- Steveston Public Sales Float (April 5th)
- Richmond Night Market (April 25th)

2. Engagement Summary

Survey Respondents

An online engagement survey was designed and delivered to both the public and food business representatives. The survey was split into two streams, asking different questions for members of the public and those representing the interests of their business and/or industry.

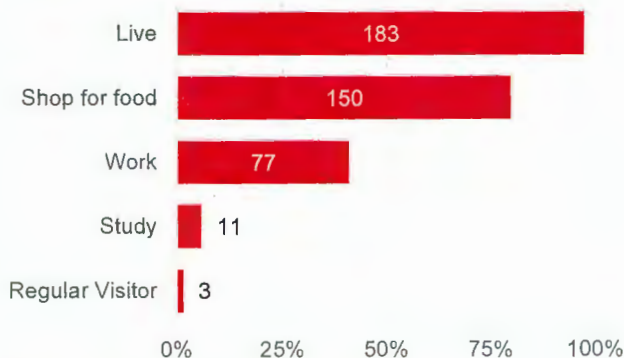
Public survey questions focused on the demand for access to local food, and barriers and opportunities to improve access. Business questions focused on understanding specific challenges and needs for facilities and services.

Public Survey Responses

A total of 188 public responses were submitted to the online survey. Most respondents (97%) lived in Richmond, and 80% stated that they regularly shop for food within the city.

Figure 2.1 – Public Survey – Breakdown of Respondents by Relationship To Richmond

**Note: Categories are not mutually exclusive*

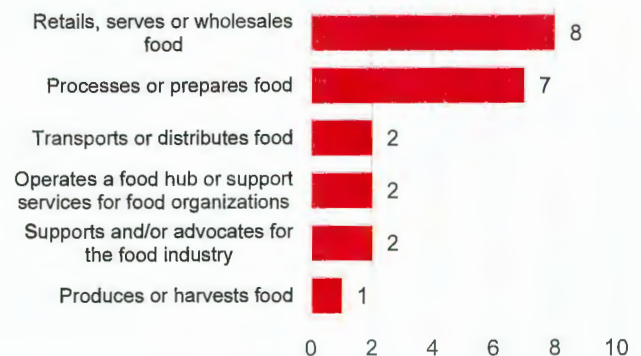


Business Survey Responses

A total of 16 business responses were submitted. A few dozen business interviews complemented this participation (see next page for details).

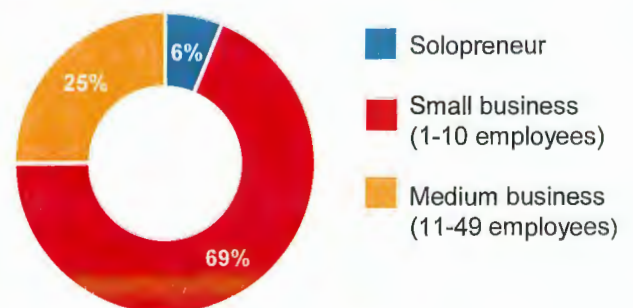
Most responses were received from food processing or preparation businesses (7), and those involved in retailing, serving, or wholesaling foods (8). This is reflective of the makeup of the Richmond business community where significant food sector employment is in food processing and food retail or restaurant.

Figure 2.2: Business Survey – Breakdown of Respondents by Type of Food Business



11 of 16 businesses identified themselves as small (between 1-10 employees), and 5 as medium (between 11-49 employees). A single response was received from a 'solopreneur' or home-based business, and none were received from businesses larger than 50 employees.

Figure 2.3: Business survey – Breakdown of Respondents by Business Size



Interviewees

Through direct interviews, we heard from more than 40 participants in the food sector, including food businesses, non-profits, and service providers.

Business participants included primary producers in agriculture (farming) and seafood (fishing operations), food processors, food vendors and wholesalers, and providers of food services and facilities. Non-profits and service providers included food charities, business associations, academic / research institutions, and operators of food hubs.

The primary producers, processors, and retailers interviewed represented a range of sizes with small and medium-size businesses (with fewer than 50 employees) making up the majority. This was expected given the distribution of sizes of food businesses within Richmond. According to Statistics Canada, 70% of food manufacturing businesses in Richmond have fewer than 20 employees.¹

Specific subsectors engaged through these interviews included (non-exhaustive):

- Seafood
- Commercial bakeries
- General food manufacturing
- Fruit and vegetable farming
- Restaurant operators

Figure 2.4: Business Interviews – Breakdown of Participants by Business Type

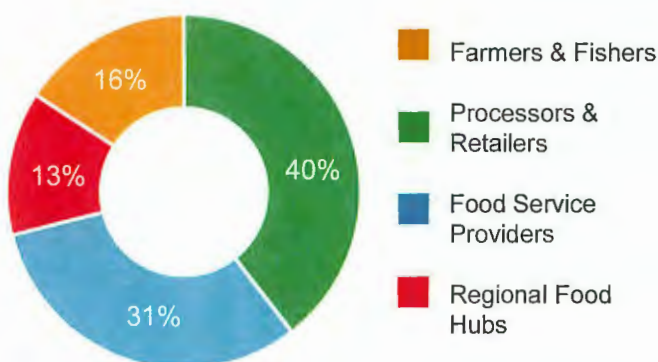
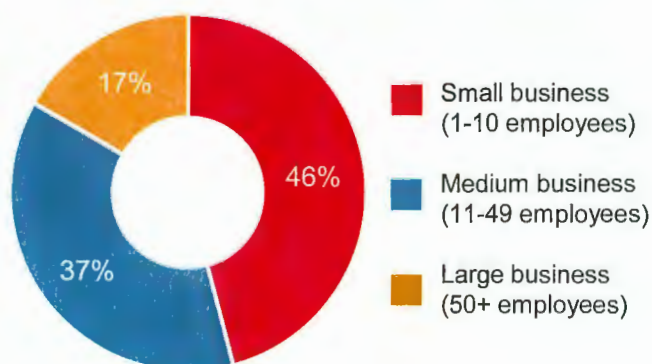


Figure 2.5: Business Interviews – Breakdown of Participants by Business Size

**Note: Includes only the producers, processors, and retailers. Excludes service providers and food hubs.*



1: Statistics Canada. Table 33-10-0763-01 Canadian Business Counts, with employees, census metropolitan areas and census subdivisions, June 2024

Roundtable Participants

A total of 13 organizations from Richmond and the surrounding areas participated in the four roundtable discussions, including:

- UBC Dan On Food & Beverage Innovation Centre
- Kirin Restaurant
- JDK Fine Foods
- Wise Bites
- Garden City Bakery
- Simon's Specialty Foods
- Cultivated Food Labs
- MOD Kitchen
- Food Process Solutions
- Terra Nova Sharing Farm Society
- Sugar & Spice Bakery
- KPU
- Athiana Acres

The discussions were held on the themes of:

- New Market Entry & Product Development
- Scaling Food Manufacturing Capacity
- Support Services for Food Manufacturing
- Local Market Access

These themes were selected as they emerged consistently during the interviews as common challenges and opportunities for businesses operating in Richmond.

In addition, two external City of Richmond Advisory groups were engaged—the Economic Advisory Committee (EAC) and the Food Security and Agricultural Committee (FSAAC) to provide general input and guidance on food sector opportunities and challenges.

Market Vendor Engagement

Visits to key food locations were used to reach food businesses operating at these locations and offer an opportunity to provide input via the online survey or direct feedback.

- 45+ postcards were handed out to food vendors, each featuring a QR code linking to the online survey. Contact details for the project team were also provided to facilitate follow up discussions.
- Brief discussions were held with 6 fishers at Steveston Public Sales Float, 3 market stalls at Richmond Public Market and over 20 vendors at Richmond Night Market.



Key Themes

Three key themes emerged from community members and businesses through the engagement process. These are outlined in greater depth in the next three sections of this report.



Space and Facilities

Many food processing businesses noted difficulty accessing suitable, affordable industrial spaces and facilities for different components of their operation. Needs varied across business sizes and sectors, including:

- **Core processing spaces**, with differing needs across small scale processors, growing small-medium scale processors, and by businesses in the seafood sector.
- **Flexible storage spaces**, including access to cold storage and dry storage with added flexibility needed by smaller businesses and producers.
- **Shared amenities** such as offices, product development and testing labs, and loading bays are needed by businesses of varying sizes.



Support Services

Food production, processing, and manufacturing businesses of all sizes noted several service needs, all of which could be shared resources. Service needs include:

- **Product development services**, including food science and market research expertise.
- **Process development services** including guidance on setting up processing facilities, automation, and operations modeling.
- **Shared professional services** including marketing, purchasing, training, and quality assurance services that can be shared between businesses of various scales.



Market Access

Improved market access for local food businesses and improved access to local food options was a key need shared by both the public and business participants. Specifically:

- **Improved local market access** is needed for primary producers (farmers and fishers) and small artisanal processors, including increased channels for marketing and sales,
- **Distribution networking support** is needed by farmers, fishers, and manufacturers to help open doors with local retailers and restaurants, and
- **Transportation and logistics support** is needed for small and medium-size businesses that are seeking cost-effective options for transporting goods to processing facilities or end markets.

3. Space & Facilities

Processing Space

Businesses highlighted challenges accessing suitable and affordable food processing and manufacturing spaces at all scales.

Startups & Small-Scale Processors

Small home or commercial kitchen-based food processing businesses (with 1-10 employees) expressed interest in accessing spaces and equipment for developing new products, cooking / processing, and packaging products for distribution. Of the four small food processors that answered the survey, two were actively seeking facilities. In addition, 60% of the small processors interviewed expressed interest in access to low barrier, flexible space rental opportunities.

55%

of small food processors engaged (with 1-10 employees) are seeking **access to processing or packaging facilities and equipment.**

Several lower barrier facilities are available in Richmond and the surrounding area for these businesses today. These include:

- **Combined Ghost Kitchens:** A combined ghost kitchen sets up small, individual kitchens (e.g. self-contained 500 square foot commercial kitchens) for lease in a facility that shares common areas and key building infrastructure (i.e. utilities, staging areas) with other small kitchen-based businesses.
- **Commissary Kitchens:** A commissary kitchen model operates a shared food manufacturing space whereby tenants pay for access to prep space, storage, and specialized industrial-scale kitchen equipment within a shared facility, typically on an hourly, monthly or annual basis.

Entrepreneurs and small business owners noted two barriers to accessing these facilities:

- **Cost:** The cost of accessing these spaces feels out of reach for some early-stage entrepreneurs. Specifically, setup costs for a ghost kitchen or hourly rates for equipment use in a commissary kitchen make these options untenable for some early-stage entrepreneurs.
- **Lease Terms:** Commissary kitchen and ghost kitchen models favour long-term tenants. Investment in reconfiguring spaces and onboarding new tenants means that operators often seek an annual or multi-year commitment from entrepreneurs. Early-stage entrepreneurs can struggle to commit to these timelines while proving out a product and business model.

Medium-Scale Processors & Manufacturers:

Several mid-scale and larger food manufacturers have been approached by others looking for co-packing opportunities. These requests have typically been denied due to the complexity of managing food safety and staffing across multiple product lines. For businesses looking for a dedicated manufacturing space or to expand their footprint, a different set of space challenges was raised. These are felt by both medium-size businesses that are 'graduating' out of a shared space and into a dedicated facility (typically 10-50 employees) and larger manufacturers as they scale into new facilities. Challenges include:

- **Access to Capital and Funding |** Securing financial support is challenging for businesses as they move from the small to medium scale. Moving into a dedicated facility comes with significant investments in tenant improvements,

equipment, and staffing. Access to financing for these investments can be challenging. It was noted that this gap in access to capital is most prevalent when businesses are scaling between \$1 million and \$3 million in revenue (at which point more options for attracting investment become available).

- **Upgrading Facilities** | Ready-to-use industrial spaces for food businesses are rare. Food manufacturing often requires significant access to power and specialized drainage and ventilation systems. Upgrading spaces to meet food manufacturing specifications can be both time consuming and costly.

Facility upgrade costs can be amplified by lengthy permitting processes and complex regulatory requirements. Facilities require inspection from many authorities, including the municipality, Vancouver Coastal Health, WorkSafe BC, and the Canadian Food Inspection Agency (CFIA). Facility upgrades or alterations to meet all regulatory requirements can be cost-prohibitive, particularly if businesses are paying rent throughout permitting and compliance processes.

- **Limited Industrial Land Availability** | There is fierce competition for industrial space in Richmond, with vacancy rates around 1.9%.¹ As a result, several food manufacturers are operating across multiple locations, with production separate from storage.

66%

of mid-scale food processors interviewed noted access to suitable **industrial space as a constraint to growth.**

1 – <https://businessinrichmond.ca/data-centre/#interactive-data>

Seafood Processing Space

Interviews with organizations and businesses in the seafood sector highlighted the opportunity to expand the market for locally caught fish and seafood through improved access to primary processing facilities. Primary processing facilities are used for cleaning, gutting, filleting, and chilling or freezing products. This would allow fishers to add more value to their products and stabilize them for sale at later dates.

Additionally, interviews highlighted that seafood customers have trended towards requiring a higher level of processing of their seafood, so access to processing facilities would ensure fishers can continue to access the market.

"We used to do a lot of business in whole fish. Now, restaurant customers will often now expect fillets rather than whole fish, and retail customers portions rather than fillets".

Medium-Scale Seafood Business

Prior investigations into the development of a shared fish and seafood processing facility in Steveston revealed three primary challenges:

1. **Facility Cost** | Costs for developing a shared seafood processing facility and tasting room were revealed to be prohibitively high.
2. **Facility Certification** | Concerns were raised about achieving required certifications for the facility with multiple users.
3. **Demand Uncertainty** | Demand for services in Richmond is uncertain and could be impacted by facilities setting up near Northern BC or Vancouver Island fishing hubs. To date, competition from other facilities has not impacted the Richmond market.

Storage Space

Business participants highlighted challenges finding suitable storage locations for their products. This was particularly important for smaller businesses looking for flexible storage options and without the resources or desire to create their own facility.

35%

of engaged small to medium scale food processors and producers said that they were **actively looking for cold or dry storage facilities**.

40%

of engaged retailers, wholesalers, and restaurants said that they were **actively looking for cold or dry storage facilities**.

Storage for Farmers and Fishers

Primary producers, including fishers and farmers, noted a need for cold storage space to extend the life of their products. Selling directly to the public allows fishers and farmers to get a better price for their product than selling through wholesale channels; however, this requires access to cold storage (including frozen storage for fish).

The ice plant at Steveston Harbour helps facilitate short-term cold storage of product; however, medium term cold storage would be preferred to allow producers to hold onto their product longer. This would need to be flexible and located close to harbour facilities to be economically viable.

'If fishers can't store their product to sell it on their own terms, they are forced to take whatever price they can get'

Seafood Industry Expert

For farmers, purpose-built cold storage is needed to prolong the life of fruits and vegetables, but again this needs to be more readily accessible and flexible at small scales to avoid introducing prohibitive transport or rental costs.

While there are some cold storage facilities centrally located in Richmond and neighbouring cities (e.g. Delta), they do not meet the needs of all food businesses, many of whom are seeking flexible storage access and pricing. Location is key for farmers and fishers that cannot afford the time and cost of transportation to/from storage facilities. In addition, fishers face higher barriers to cold storage access due to more stringent health and safety regulations.

One organic farm in Richmond noted that they have expanded to seed production to enhance their business offering. They noted that a shared location for seed storage could support more farmers in accessing this market. Today, British Columbia has Canada's largest market for organic and ecological seed, with \$7.79 million in annual sales (BC Food Web, UBC).

Storage for Processors & Manufacturers

Food processors and manufacturers also noted challenges accessing warehousing and storage space. Several noted that they currently store supplies or product off-site or in neighbouring facilities due to space constraints in their primary processing or manufacturing space. Several food processors expressed interest in access to shared cold storage and dry storage facilities (if conveniently located), recognizing that individual business needs fluctuate and there are cost savings to be gained by sharing both storage space and loading areas.

Shared Amenities

In addition to shared storage spaces, several businesses expressed interest in access to other types of shared spaces and facilities, including:

- Product Development & Testing Facilities
- Waste Management & Administration Spaces
- Education and Training Facilities

Product Development & Testing Facilities

Several food manufacturers expressed interest in shared access to product development and testing facilities. This could include:

- **An industrial equipment showcase and technology demonstration facility** where businesses can test various types of industrial cooking and packaging equipment as well as new kitchen and automation technologies (such as auto stir fry machines).
- **A food testing lab** where businesses can bring their products for various types of quality control and nutritional testing.
- **A laboratory or culinary kitchen space** to support 'benchtop product development' where chefs can work through recipe iterations.
- **A testing room** where businesses can set up formal quality assurance testing as well as consumer testing and feedback sessions with panels of experts and community members (rather than relying solely on feedback from friends and family).
- **A pilot processing facility** that can facilitate trials of processes and manufacturing equipment before investing in individual equipment or partnering with a co-packer.

One mid-scale seafood processor highlighted the potential for a shared seafood product development space that they could support with their in-house chefs and network. This would serve as a focal point for food science, labelling and regulation support.

Several organizations in the region already provide access to product development facilities and supporting expertise, including the UBC Dan On Food & Beverage Innovation Centre, Good to Grow accelerator in North Vancouver, and Cultivated Food Labs in Burnaby. Specific gaps in accessing these facilities and services include:

- **Awareness and Uptake** | Some businesses are not aware of the supports available to them for developing their products. Smaller businesses often lead with a product that they have a passion for and the skills to create, rather than taking a scientific approach to choosing their product offering to fit a market. This means that product development activities are often triggered only once an entrepreneur encounters challenges with certification, specifications, or labelling.
- **Cost** | The cost of some services was noted as being prohibitive by very early-stage food manufacturing businesses.
- **Service & Equipment Offering** | Two medium to large scale food manufacturers that have explored local product development service offerings noted that they have seen a greater variety of services and equipment elsewhere, including in the Alberta Food Innovation Centre in Leduc that offers a wide range of equipment for pilot-scale processing.



Waste Management & Administration Spaces

Food processing and manufacturing businesses also noted the opportunity to share administrative and waste management spaces that are not 'core' to their business but are necessary amenities for their operations. Shared space opportunities raised included:

- Office and administration spaces,
- Quality control spaces,
- Locker rooms and hygiene spaces,
- Waste handling areas,
- Loading docks and shipping / receiving bays,
- Maintenance workshops, and
- Utilities & mechanical rooms.

These spaces are expensive to build and could easily be shared by businesses operating in separate spaces within a larger shared facility.

Education and Training Facilities

Education and training space and programming for training the next generation of Chinese chefs was noted as a regional gap. Vancouver Community College's chef training program has a limited program for teaching Asian cooking, but it covers a wide range of Asian cuisine in a limited time and without a dedicated Chinese cooking kitchen, equipped with wok cooking spaces. It was noted that a coalition of Chinese restaurateurs may have interest in investing in this type of education program to support the long-term succession planning of their businesses.

Space & Land Context

Food Processing Clusters

Richmond is home to more than 150 food manufacturing businesses¹, more than 180 farms², and over 500 commercial fishing vessels. Food production and processing businesses are clustered in a few key areas:

- **Bridgeport** | Home to 37 food processing companies, around half of which are seafood processors, including 14 with more than 20 employees.
- **East Cambie** | Home to 35 food processing companies, including 20 general food manufacturers and 8 seafood processors, 80% of which are small (with between 2 and 10 employees).
- **Shellmont (South)** | Home to about 20 food processing companies, most in general food manufacturing, with a few larger facilities.
- **City Centre** | Home to about 10 small processors, mostly bakeries with a retail component selling direct to consumers, all of which have fewer than 10 employees.
- **East Richmond (Hamilton)** | Home to 10 general manufacturers, including a few larger facilities up to 50k sq ft.
- **Steveston** | Steveston is home to 7 smaller food producers, including bakeries and small-scale seafood processing.

About 30 further food processors are in other areas of the city.

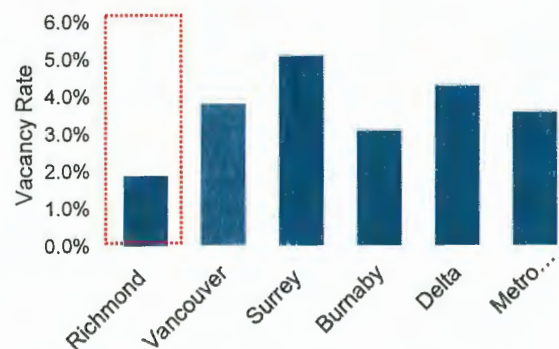
1: CoR Business Licence Data, 2: 2021 Census of Agriculture

Industrial Land Market Dynamics

Market dynamics have made it challenging for food processing businesses to identify suitable and affordable space for facilities in Richmond. Industrial land in the region has drastically increased in value over the last decade. At the end of 2015, the average asking rent for Metro Vancouver industrial space was around \$12.50 per square foot gross. By the end of 2024, this had increased to about \$27.50 per square foot gross rent. (Avison Young).

Additionally, industrial vacancy rates in Richmond as of Q1 2025 are 1.9%, well below the Metro Vancouver average of 3.6% (Cushman & Wakefield). Richmond also has fewer vacancies for spaces needed by smaller and medium size business (under 10,000 square feet and between 10,000 and 50,000 square feet) than neighboring municipalities such as Surrey, Delta, Burnaby and Vancouver, both by count and total space. (Avison Young research).

Figure 3.1: Q1 2025 Industrial Vacancy Rates in Metro Vancouver Municipalities



Source: Cushman & Wakefield

4. Support Services

Product Development

Businesses at various stages of growth and development noted interest in additional supports for product development. Specific gaps included:

- Market research data and insights,
- Food science expertise,
- Product testing services, and
- Packaging and labelling expertise.

Market Research Data and Insights

Access to data and insights on consumer purchasing trends, competitor pricing, and overall market size can be essential to both product development decisions and building a business plan or business case to help secure capital.

This was noted as an area where many food businesses have limited expertise, resulting in small and medium-sized food companies working on new product ideas with limited access to market research and insights to validate the overall size and trajectory of the market they are looking to enter.

Food Science Expertise

Access to expertise in food science is needed for businesses looking to formulate or reformulate recipes for their products to meet nutritional or labelling requirements.

For example, new front-of-package low sodium and salt regulations that come into effect in Jan 2026 will require processors to test their current products for sodium and salt content. Some manufacturers may choose to redesign their recipes in response. One interviewed business

shared that they needed to go out of province to find support for this process.

Product Testing Expertise

Throughout the product development process, many entrepreneurs and manufacturers rely on friends and family to test and provide feedback on new products, limiting valuable feedback that can be gleaned from individuals with more diverse backgrounds and areas of expertise. One business noted that a product testing program could be of value to businesses at various stages in their growth and development. Such a program would include a structured process for inviting in experts and community members to test and provide feedback on new products, including product taste and quality, packaging and pricing, and other elements that are essential to establishing a marketable and salable product.

Packaging and Labelling Expertise

While most businesses are eager to design their own packaging, labelling, and branding, several noted a skill gap in navigating various packaging and labelling regulatory requirements. Two elements of understanding and meeting these requirements stood out as challenges:

- **Traceability** – ensuring that a product can meet traceability standards for each of its ingredients to meet certifications such as organic, non-GMO, gluten free, nut free, and vegan.
- **Information Quality & Completeness** – ensuring packaging meets regulations as they change over time



Process Development

For businesses looking to scale their production, access to expertise is vital to designing efficient production lines in alignment with industry standards on food safety. Businesses identified two areas of expertise that they are looking to access:

- Design & Automation Expertise, and
- Operations Modeling Expertise.

Design and Automation Expertise

While several food manufacturers noted that accessing industrial food processing, cooking, and packaging equipment was relatively straight forward, designing a manufacturing line for scaling up a business involves a significant investment of both time and money on the part of the business owner. This is particularly true for businesses transitioning from a kitchen-based business to their own manufacturing space or for those expanding into new product lines.

Specifically, mentorship in three areas is thought to be of value:

1. Navigating equipment options,
2. Designing an efficient manufacturing line, and
3. Automating components of production and packaging.

Operations Modeling Expertise

Several food processing or manufacturing business owners identified operations modeling as a skill gap. Specifically, several noted that in the early stages of their development (including

transitioning from a kitchen-based business to a full manufacturing operation), it would be valuable to have access to coaching and mentorship on:

- **Product costing**, including understanding the volumes at which they will meet various cost thresholds or economies of scale.
- **Process efficiencies**, including understanding the financial and operational implications of employing different equipment or processes.

Process efficiency services are offered by several organizations in Richmond and the surrounding area, although uptake of these services is limited. Awareness of these services and cost to access them were noted as primary barriers to uptake.

Permitting & Certification

Businesses that are scaling into their first purpose-built facility or expanding to a new facility can encounter several challenges meeting various regulatory requirements and facility certification standards during facility set up. A few businesses that have scaled into new facilities in recent years noted the value of having access to expertise in HACCP (Hazard Analysis Critical Control Points), GFSI (Global Food Safety Initiative), and CFIA (Canada Food Inspection Agency) certification can help reduce costly mis-steps in getting a facility operational.

Specifically, expertise in preparing a space for certification can ensure investments in venting, drainage, etc. are made efficiently. In addition, up front training on food safety standards can help business owners ensure smooth inspection processes

Shared Professional Services

In discussions with food businesses about the types of services that could be shared between operators, several professional services were identified. These include:

- **Funding Navigation** – such as access to advice about navigating the business funding and financing landscape.
- **Customer Support** – such as shared resources for fielding customer calls.
- **Legal Services** – such as access to legal advice on small business issues as well as intellectual property.
- **Purchasing** – such as access to a shared purchasing network for helping identify, source, and transport ingredients more efficiently.
- **Marketing** – such as shared digital marketing resources for improving brand awareness and education on local food purchasing options.
- **Quality Assurance** – such as sharing a single quality assurance staff person across multiple modest-sized food manufacturing businesses.
- **Education and Training** – such as training on food safety, leadership development, industrial processing, and core management skills.

50%

of business survey respondents highlighted challenges accessing a **skilled workforce**

5. Market Access

Local Market Access

Improved access to local food was highlighted as a key opportunity by many survey respondents.

81%

of public respondents felt that improving access to locally grown / caught / made food in Richmond is very important.

88%

of business respondents said they could use support accessing local customers & distribution channels.

The public survey highlighted two specific channels that would improve public access to Richmond food producers and processors:

90%

of public respondents agreed that increased availability in **grocery stores** would improve access to local food.

90%

of public respondents agreed that **dedicated permanent locations** to purchase local food would improve local food access.

For more detail on public survey responses related to local market access, see pages 21-23.

Interviews and roundtables also highlighted several opportunities to improve market access for local food producers, including farmers, fishers, and food manufacturers. These include:

- Farmers Market Expansions,
- Education & Promotion, and
- Retail Location Development.

Farmers Market Expansion

Participants highlighted the lack of well-positioned, permanent, or regular locations that allow local food producers, including farmers, fishers, and manufacturers to sell to the local population. Existing farmers market options can be tough to access. For instance, the Steveston Farmers Market is only held every other week and lacks parking and support infrastructure (such as power and shelter) for vendors, and the Kwantlen Farmers Market is held mid-week which is inconvenient for many consumers.

Farmers, fishing operations, and small local food processors also highlighted the need to craft more complete and engaging experiences for consumers seeking to purchase local food. Participants felt that existing farmers markets did not have the selection of vendors and products needed for customers to complete their weekly grocery shop. Combined, insufficient selection, inconvenient timing or location of markets, and high costs of locally-made products have prevented local markets from gaining a bigger share of Richmond food retail.

Some steps have been taken by privately owned farms, academic institutions, and non-profit organizations to invest in developing their own farmers markets and infrastructure. There is potential for expansion or consolidation of these efforts to provide consistent direct-to-consumer sales channels for local food producers.



Education & Promotion

Producers and small local food processors also highlighted the need to better promote local products and markets to local consumers, as well as educate consumers on local food options.

Specifically, better advertising, signposting and promotion of existing sales locations was noted as one opportunity to improve local food access. For instance, fishers at the Steveston Public Fish Sales Float felt that poor visibility of the location was preventing them from selling more to the public. The success of Richmond Night Market shows the impact that effective marketing and advertising can have on consumer attraction. Increased promotion of other Richmond food markets could similarly boost the consumer base for local farm and fish markets. The primary barriers to this type of growth marketing are expertise and investment.

It is important to note that while promotion and education can help increase visibility of local food options, businesses noted that Richmond residents tend to be price sensitive, resulting in another barrier to choosing local products. Richmond's farming and fishing operations tend toward small, organic operations with high operating costs, resulting in more expensive food than grocery store alternatives. Some farming and fishing operations noted that the market for these premium goods is stronger in Vancouver.

Retail Location Development

Two retail opportunities were raised by local food producers. These include:

- **Small Grocers** – Producers noted there are

limited smaller grocery stores in Richmond, meaning small producers have fewer retail alternatives for selling directly to the public. Small food retail opportunities could be bolstered by supportive land use policies that encourage small-scale retail space development throughout Richmond.

- **Cooperative Local Grocer** – Producers pointed to examples in other jurisdictions where a cooperative shop helps provide direct consumer access for selling a range of locally made goods and produce. Several of these examples were in smaller communities where there are close relationships and high levels of trust between food producers.

Distribution Networks

Many participants noted challenges in identifying and accessing key distribution partners, including retailers, restaurants, and wholesalers. While sales and distribution relationships are ultimately the responsibility of individual businesses, Richmond businesses identified an opportunity to collectively pursue identifying and pitching to key distribution contacts, such as:

- **Local grocers** – retailers that are interested in sourcing local products.
- **Chefs and restaurateurs** – particularly those that have expressed interest in 'farm to table'.
- **Large retailers** – including T&T, Save On Foods which are locally headquartered
- **Institutions** – including through public procurement programs for hospitals, schools, prisons, and public workplaces.

- **Community Supported Agriculture (CSA) Programs** – including matchmaking of farm produce with other locally made products for combined CSA boxes.
- **Processors & Manufacturers** – including helping establish partnerships between producers and value-add manufacturers.

One idea raised in an engagement roundtable was building a 'Made in Richmond' program that helps identify contacts in each of these areas and open doors for Richmond farmers, fishers, processors, and restaurateurs to connect. Existing channels for local food businesses to develop distribution networks, partners, and new customers include the Richmond Chamber of Commerce, trade shows like Grocery & Specialty Food West 2025, and accelerator programs like Good to Grow's Pitch & Plate program.

Transportation & Logistics

Several Richmond food businesses highlighted transportation and logistics challenges. While these are not unique to Richmond food businesses, addressing them for Richmond food businesses could chart a path forward for other industries or for food businesses regionally. These include:

Cost Effective Transport for Small Quantities |

Businesses highlighted that high costs of less than truckload shipping can make expanding to serve customers outside the Lower Mainland challenging. Similarly, regional fishers looking to bring their products to Richmond for processing have few options outside of personally transporting their catch. This can result in fishers

personally driving (and taking a ferry) to Richmond with their catch on ice.

Meeting Regulatory Requirements |

Understanding and adhering to a complex web of regulatory requirements when transporting cold products long distances or exporting out of province can pose a challenge to market entry. Long timelines and costly audits or expensive new processes and equipment can be needed to enter new markets. Navigation of these requirements was highlighted as a potential area of opportunity for Food Hub support.

50%

of businesses engaged highlighted a need for support with **navigating domestic or export regulations.**

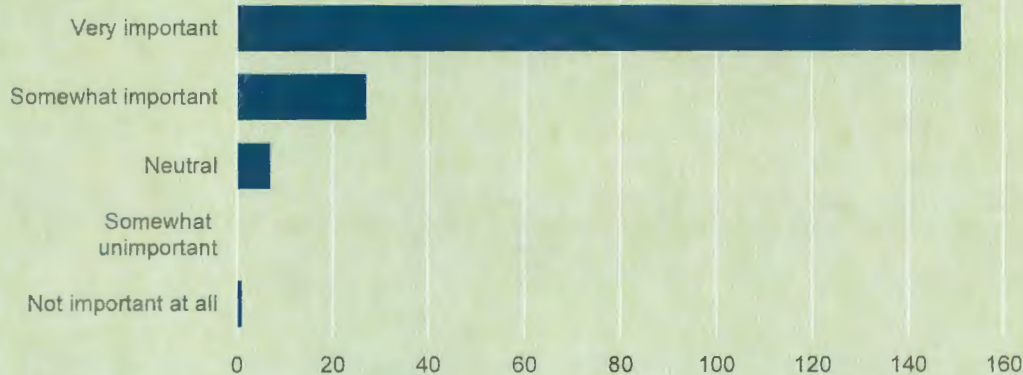
While transportation and logistics challenges were raised, several businesses also noted the opportunity to take advantage of the unique transportation and logistics role that Richmond plays—at the nexus of rail, port, and highway activity. Several roundtable participants noted interest in exploring alternative business models and partnerships to help find innovative solutions to these transportation and delivery challenges.

Local Market Access - Public Survey Responses

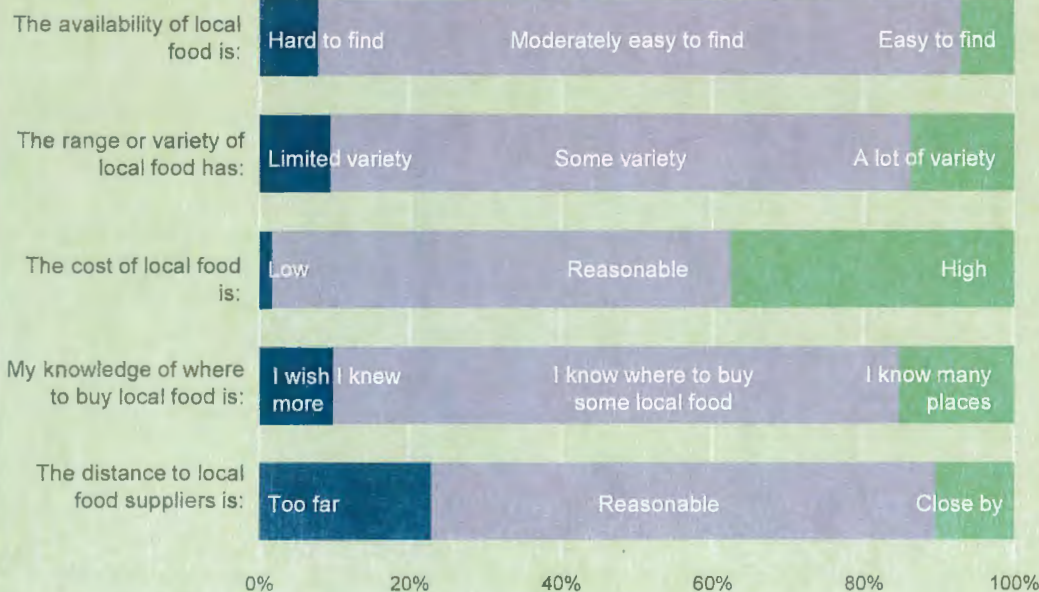
The public survey questions asked respondents a series of questions to understand the demand for local food, challenges in accessing local food, and potential opportunities to improve local food access. Responses to select questions are below.

The full set of survey questions can be found in Appendix 2 - public survey questions are numbered P1-14.

I feel that improving access to locally grown/caught/made food in Richmond is:



- 81% of public respondents felt that access to locally grown/caught/made food in Richmond is very important



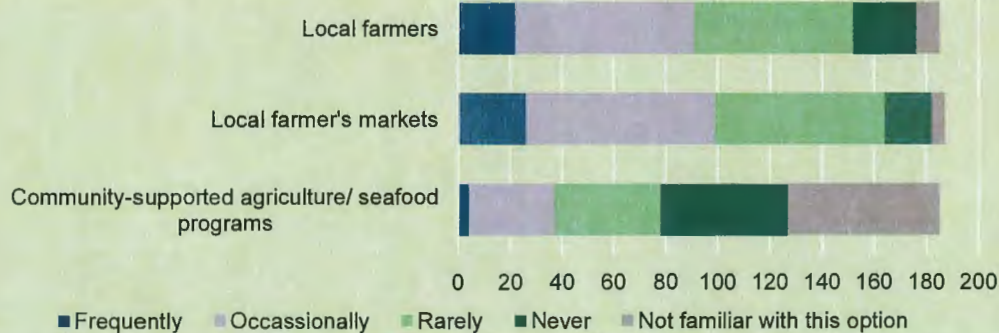
- 38% of public respondents felt that the cost of local food is high, and only 2% felt that it was low.
- Although most survey respondents felt that the distance to local food suppliers was reasonable, more considered the distance to be 'Too far' than 'Close by'

Locally in Richmond, I purchase the following types of products most frequently:



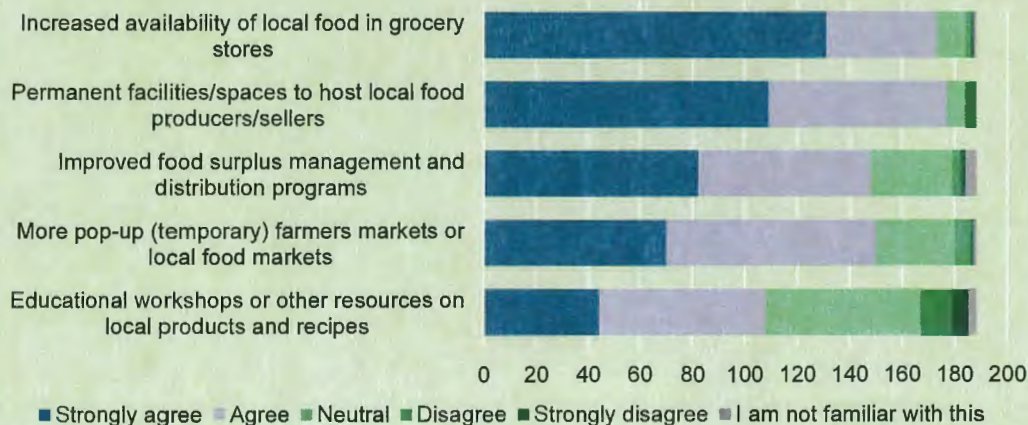
- Fresh produce was the most frequently product group purchased locally in Richmond by survey respondents.

I purchase food directly from:



- Most respondents only purchase through the presented routes 'occasionally' or 'rarely'.
- Of these, farmers markets were a more frequently used than direct from farmers or CSA programs.

The following would help me access Richmond's food producers / processors:



- Respondents felt most strongly that increased availability of local food in grocery stores, and permanent facilities / spaces to host local food producers / sellers, would improve their access to local food.

The open-ended survey questions also revealed several themes related to market access in response to the following prompts:

- I have an additional suggestion to better support sustainability and local food production in Richmond.
- Here are my thoughts on how a Food Hub in Richmond could help growth and innovation in the local food sector.
- Here are my final thoughts expanding on any of the above questions or responses.

Survey participants shared the following thoughts and views related to how a Food Hub could improve access to local food:

1 **Improve access and affordability of local food**

- Ensure local food is available in neighborhood stores, not just niche markets or distant farm stands.
- Improve marketing, labelling, and public signposting of local food offerings.
- Make local food more affordable through non-profit grocery stores or co-op programs.

2 **Expand and enhance physical sales locations**

- Increase the number, frequency, and accessibility of sales locations, including creating permanent or semi-permanent public markets (e.g., similar to Granville Island market in a Steveston location).
- Provide a one-stop shop location for local producers, simplifying discovering and accessing local food.

3 **Strengthen sale and marketing support for local farmers and food entrepreneurs**

- Market local producers and create a centralized platform listing farm products and availability.
- Encourage partnerships between local farmers and restaurants, schools, and grocery stores.

4 **Boost education and community engagement**

- Support diverse cultural food practices and showcase these through community events.
- Offer public workshops, community garden support, and urban farming resources.
- Offer skills training in food growing, processing, culinary arts, and entrepreneurship—especially for youth, low-income residents, or newcomers.

6. Next Steps

Food Hub Feasibility Study

Following delivery of the 'What We Heard' report (this report), the Food Hub Gap Analysis and Feasibility study will move into an options development and feasibility analysis stage. During this stage, the project team will turn engagement insights into a series of service and facility options. The project team will then explore operating models for each of these service and facility options to evaluate their financial and operational viability. Throughout this process, the team will:

- Combine consultation findings with broader sector research,
- Further test demand for facilities and/or services,
- Determine volumes and rates at which facilities and/or services can be sustainably delivered, and
- Propose partnerships, funding models, and governance models needed to support various Food Hub options.

The project team will review these options with relevant City advisory groups to narrow in on several Food Hub concepts. These concepts will be brought forward to Council for consideration in the draft Food Hub Gap Analysis and Feasibility Study in Fall 2025.

Appendix 1 – Engagement Materials

Let's Talk Richmond Page

The Let's Tak Richmond page included an overview of the project, timeline and a link to the Food Hub survey.



Home / Richmond Food Hub

This engagement opportunity has concluded. It ran from March 6 to April 27, 2025. Thank you to everyone who participated.

A future Food Hub in Richmond?

Richmond and the surrounding region boast a thriving food ecosystem. To support the growth of both existing and new food production and processing businesses and to advance economic opportunities, we are conducting a *Food Hub Gap Analysis and Feasibility Study*. We invite you to share your insights.

 **Your input is important**

This survey is intended to gather input from:

- community members on access to local food
- local food businesses on their opportunities and barriers

The survey will be open until 11:59pm on Sunday, April 27, 2025.

 **How your feedback will help**

The goal is to better understand Richmond's current strengths and identify how a commercially-focused Food Hub could respond to gaps and benefit the local community.

The survey **deadline** is Sunday, April 27, 2025 at 11:59pm.

Feedback received will play an important role in shaping the Food Hub Gap Analysis and Feasibility Study.



 **Food Hub survey**

Click the "Start" button to begin the survey.

The survey is tailored based on your connection to the food sector—whether you are a community member or part of a food sector business or organization.



CONFIDENTIALITY: We are committed to your privacy. All information received will be securely compiled and summarized, with no personal attribution to you. By completing this survey, you agree to the Privacy Policy and Terms of Use for LetsTalkRichmond.ca.

Timeline

- ★ **Spring 2025**
Community and sector engagement for the Gap Analysis and Feasibility Study. The survey deadline is Sunday, April 27, 2025.
- ☆ **Summer 2025**
"What We Heard" Report available.
- ☆ **Fall 2025**
Draft Gap Analysis and Feasibility Report available.
- ☆ **Early 2026**
 - Community and sector engagement on the Draft Gap Analysis and Feasibility Report.
 - Final Gap Analysis and Feasibility Report to Council for consideration.

[See less](#)

Learn more

- [Richmond Food Hub explained](#)
- [Gap Analysis and Feasibility Study explained](#)



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Postcards

Postcards were shared with vendors and businesses at key food locations in Richmond. each featuring a QR code linking to the online survey. Contact details for the project team were also provided to facilitate follow up discussions.



Are you interested in our local food sector?

A Richmond Food Hub could contribute to economic opportunities, innovation, and resilience.

Share your thoughts to help us further understand local food sector needs.

Visit **LetsTalkRichmond.ca/FoodHub** to learn more and complete our survey.

Survey deadline: Sunday, Apr 27, 2025



Richmond Food Hub



Appendix 2 – Survey

The Let's Tak Richmond survey was broken into two sets of questions, based on the respondent's answer to the first general question in the survey (G1). Public survey questions are numbered P1 to P14, and business survey questions B1 to B18.

Question G1: The following best describes me: (select one)

- ☐ Member of the public
- ☐ Business owner, manager and/or representative of an organization involved in food production, processing, or sales

Business Survey Questions

Businesses & organizations were asked a set of questions to understand the role they play in the food sector, and the needs of their organization.

Question B1: I own/manage/represent a business/ organization that: (select all that apply)

- ☐ Produces food (farmer / fisher / forager / grower)
- ☐ Processes or prepares food (washing / packaging / butchering / cooking / manufacturing)
- ☐ Transports / distributes
- ☐ Retail / wholesales / runs a restaurant
- ☐ Operates a food hub or support services for food organizations
- ☐ Supports or advocates for the food industry (educational institution, business association)
- ☐ Other

Question B2: A brief description of my business/organization is:

Open answer

Question B3: The size of my business/organization is: (select one)

- ☐ Solopreneur or home-based business
- ☐ Small business (1 to 10 employees)
- ☐ Mid-size business (11 to 49 employees)
- ☐ Larger business (50 employees)
- ☐ Other

Question B4: I would describe the status of my business/organization as: (select one)

- ☐ Actively growing, seeking to increase employment or revenues rapidly
- ☐ Well established and stable, not seeking significant growth
- ☐ Undergoing restructuring or downsizing
- ☐ Considering closure of the business
- ☐ Other

Question B5: My business/organization has had success in the following areas: (select all that apply)

- ☐ Selling into the local market
- ☐ Selling into the BC or Canadian market
- ☐ Selling into the US market
- ☐ Selling into other international markets
- ☐ Developing new products

- ☐ Automating parts of our operation
- ☐ Using new technologies to improve operations
- ☐ Supporting local food access
- ☐ Other

Question B6: In these international markets:

Open answer (asked as a follow up to Q6).

Question B7: Other areas of success include:

Open answer

Question B8: My business/organization could use support in the following areas: (select all that apply)

- ☐ Accessing local customers / distribution channels
- ☐ Accessing the BC / Canadian market
- ☐ Identifying / diversifying into international export markets
- ☐ Accessing processing or packaging facilities & equipment
- ☐ Storing products efficiently
- ☐ Transporting products efficiently
- ☐ Navigating domestic regulation requirements
- ☐ Navigating export regulation requirements
- ☐ Accessing or developing a skilled workforce
- ☐ Accessing unskilled/semi-skilled labour
- ☐ Improving operational efficiency and processes
- ☐ Managing costs

Question B9: Other areas I/we are seeking support:

Open answer

Question B10: My business/organization is actively seeking access to the following types of Facilities: (select all that apply)

- ☐ Kitchen prep space
- ☐ Processing facilities
- ☐ Packing facilities
- ☐ Cold food storage
- ☐ General food storage
- ☐ Office, boardroom and/or training space
- ☐ Food testing laboratory and/or equipment
- ☐ Mobile processing or packaging equipment
- ☐ Equipment library (to access/borrow and instruction)

Question B11: Other types of facilities I/we are seeking:

Open answer

Question B12: My business/organization is actively seeking access to the following types of Services: (select all that apply)

- ☐ Product development
- ☐ Accounting, legal or professional support
- ☐ Training and education on food processing / food safety
- ☐ Applied research (in process technology, food safety, formulation, etc)

- ☐ Laboratory services (food testing, analysis, quality assurance, etc.)
- ☐ Value chain coordination
- ☐ Aggregation
- ☐ Distribution
- ☐ Food waste redistribution
- ☐ Training / education on exporting to other markets

Question B13: Other services I/we are seeking:

Open answer

Question B14: Expanding on my business/organization key challenges, I think a Richmond Food Hub could help as follows:

Open answer

Question B15: I think a Food Hub in Richmond could support innovation in the local food sector as follows:

Open answer

Question B16: Name

Open answer

Question B17: Name of Business / Organization (optional)

Open answer

Question B18: Email

Open answer

Public Survey Questions

Question P1: My relationship to Richmond is:
(select all that apply)

- ☐ Live
- ☐ Work
- ☐ Study
- ☐ Shop for Food
- ☐ Don't live here but regularly visit

Question P2: I feel that improving access to locally grown/caught/made food in Richmond is: (select one)

- ☐ Very important
- ☐ Somewhat important
- ☐ Neutral
- ☐ Somewhat unimportant
- ☐ Not important at all

Question P3: The availability of local food is:
(select one)

- ☐ Hard to find
- ☐ Moderately easy to find
- ☐ Easy to find

Question P4: The range or variety of local food has: (select one)

- ☐ Limited variety
- ☐ Some variety
- ☐ A lot of variety

Question P5: The cost is: (select one)

- ☐ Low
- ☐ Reasonable
- ☐ High

Question P6: My knowledge of where to buy local food: (select one)

- ☐ I wish I knew more
- ☐ I know where to buy some local food
- ☐ I know many places

Question P7: The distance to local food suppliers is: (select one)

- ☐ Too far
- ☐ Reasonable
- ☐ Close By

Question P8: Locally in Richmond, I purchase the following types of products most frequently: (select all that apply)

- ☐ Fresh produce (fruit and/or vegetables) Product development
- ☐ Fresh produce (fruit and/or vegetables)
- ☐ Meat and poultry (including eggs)
- ☐ Locally made or manufactured foods (beverages, baked goods, preserves, etc.)
- ☐ Dairy products
- ☐ Prepared or ready-to-eat foods
- ☐ Other

Question P9: I purchase food directly from:
(Rating: Frequently / Occasionally / Rarely / Never / Not Familiar with this option)

- ☐ Local farmers
- ☐ Local farmers markets
- ☐ Community supported agriculture/seafood programs in Richmond

Question P10: In my opinion, sustainability and local food production in Richmond could be best supported by: (Ranking)

- ☐ More community gardens or urban farms
- ☐ Improving business access to food processing facilities (commercial kitchens, packaging facilities, etc.)
- ☐ Improving transportation networks for local food
- ☐ More educational programs on sustainable food business

Question P11: I have an additional suggestion to better support sustainability and local food production in Richmond:

Open answer

Question P12: The following would help me access Richmond's food producers / processors: (Rating: Strongly Agree / Agree / Neutral / Disagree / Strongly Disagree / I am not familiar with this)

- ☐ More popup (temporary) farmers' markets or local food markets
- ☐ Permanent facilities / spaces to host local food producers / sellers
- ☐ Increased availability of local food in grocery stores
- ☐ Improved food surplus management and distribution programs
- ☐ Educational workshops or other resources on local products and recipe

Question P13: Here are my thoughts on how a Food Hub in Richmond could help growth and innovation in the local food sector:

Open answer

Question P14: Here are my final thoughts expanding on any of the above questions or responses:

Open answer

General Question

Both public and business respondents were asked where they heard about the engagement from.

Question G2: I heard about this engagement opportunity via: (select one)

- ☐ An email from LetsTalkRichmond.ca
- ☐ Instagram
- ☐ X
- ☐ Bluesky
- ☐ Facebook
- ☐ Bus shelter ad
- ☐ richmond.ca website
- ☐ local news story
- ☐ word of mouth
- ☐ Other